Our Values

Evidence shows that a values-led culture drives positive staff, patient, family and whaanau experience, and can be directly linked to the quality of patient care and health outcome. In February this year, CM Health embarked on a co-design approach to developing its refreshed values with staff, patients, family and whaanau, and it has been a very rewarding process.

Over the past six months, thousands of people have shared their ideas and insights as to how we can consistently be at our best for our patients, families, whaanau and our colleagues, and the choices we need to make to progress our goal to work together to achieve health equity. This engagement was done through a variety of listening and feedback sessions, meetings, a series of hui and talanoa, social media and surveys. Over 3000 words of input on what makes a good experience and bad experience at CM Health were analysed to inform the refreshed values for the organisation. The values are:

- Valuing everyone
  *Make everyone feel welcome and valued*

- Kind
  *Care for other people’s wellbeing*

- Together
  *Include everyone as part of the team*

- Excellent
  *Safe, professional, always improving*

Our values are an essential part of providing great care and a great experience at work. Our staff are committed to live and breathe our values every day. To help us do this, a *Living Our Values Behavioural Framework* has been developed to provide guidance on the behaviours we expect and won’t accept as an organisation.

To see how well we are living up to our values, we will be surveying both employees and patients. In the first instance, we have filtered the questions and data gathered from our patient experience survey using the lens of our new values. This provides a baseline of the current views of our patients of their experience whilst in our care.

To apply the lens of our new values we have aligned the words used in the questions with the behavioural descriptors for our new values. Whilst these questions may not fully align with the behavioural framework, the analysis of the responses from this perspective provides the organisation with more guidance on where and what activities to focus on as we embed the values in our work.

Beth Bundy
General Manager, Human Resources
**WELCOME AND VALUE EVERYONE**

**Behaviours people want to see**

Our patients are asking us to:
- Behave in a friendly, polite and warm manner.
- Greet them warmly.
- Introduce ourselves and any new members of the team.
- Acknowledge their family or support people.
- See them as a 'whole person', not just a condition.
- Listen to and respect their views.
- Respect their cultural needs and take these into account with their care and treatment.

**Behaviours we don’t want to see**

Our patients are asking us not to:
- Behave in a way which is rude or grumpy.
- Talk unkindly or gossip about other staff or patients within patients’ hearing.
- Make excessive noise at night time.
- Speak disrespectfully to patients or other staff.
- Ignore their thoughts, opinions and wishes. This makes them feel bullied and undermined.
- Judge their lifestyle choices.
- Dismiss or ignore their cultural needs.

---

**How are we doing on measures relating to this value?**

**Confidence and Trust**

Our patients are more likely to express confidence in their care and treatment when they are welcomed and valued.

**Did you have confidence and trust in staff treating you? (%)**

<table>
<thead>
<tr>
<th></th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Doctors</td>
<td>81%</td>
</tr>
<tr>
<td>Nurses or Midwives</td>
<td>75%</td>
</tr>
<tr>
<td>Other staff</td>
<td>78%</td>
</tr>
</tbody>
</table>

Did you have confidence and trust in staff treating you? (%)

- **Doctors**: n=2167; **Nurses or Midwives**: n=1870; **Other staff**: n=1194

**Dignity and Respect**

Did you feel your views were taken into account and respected? (%)

<table>
<thead>
<tr>
<th></th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Doctors</td>
<td>77%</td>
</tr>
<tr>
<td>Nurses or Midwives</td>
<td>78%</td>
</tr>
<tr>
<td>Other staff</td>
<td>80%</td>
</tr>
</tbody>
</table>

Did you feel your views were taken into account and respected? (%)

- **Doctors**: n=2000; **Nurses or Midwives**: n=1720; **Other staff**: n=972

**Values, beliefs and cultural needs**

Were your values, beliefs, religious or cultural needs respected? n=1101

<table>
<thead>
<tr>
<th></th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>91%</td>
</tr>
</tbody>
</table>

- **91%** Yes
- **6%** In part
- **3%** No

Were the cultural needs relating to your care met? n=157

<table>
<thead>
<tr>
<th></th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>65%</td>
</tr>
</tbody>
</table>

- **65%** Yes
- **25%** In part
- **10%** No

---

**How do our patients rate us on confidence and trust?**

**8.5/10**

“My midwife was professional with her demeanour, but kept a friendly approach. She knew exactly what she was doing, I had complete confidence in her.”

**How do our patients rate us on dignity and respect?**

**8.5/10**

“Staff consistently asked my opinion and ... respected my decisions and worked in partnership with me and my husband.”

**How do our patients rate us on meeting their cultural needs?**

**7.2/10**

“I should be asked if an uncovered body is ok and not jokes made when asking for dignity (uncovered body is sacred and religious values should be considered where applicable).”
Behaviours people want to see

Our patients are asking us to:

- Behave in a caring and compassionate manner.
- Take time to care for them; our patients appreciate that staff are busy.
- Listen to them and support their decisions.
- Ensure they have good support after discharge.
- Proactively deal with their pain.
- Coordinate with other staff to avoid unnecessary procedures.
- Treat them with empathy.

Behaviours we don’t want to see

Our patients are asking us not to:

- Rush. Patients who felt their consultation was rushed are often left bewildered or with questions.
- Leave them alone for long periods of time with little or no knowledge of what is happening.
- Leave buzzers unanswered.
- Behave in a way which is disinterested, cold, unfriendly, indifferent or unkind.

How are we doing on measures relating to this value?

**Communication**

*Did you have enough time to discuss your health and treatment? (%)*

<table>
<thead>
<tr>
<th></th>
<th>Yes, often</th>
<th>Yes, sometimes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Doctors</td>
<td>62</td>
<td>28</td>
<td>10</td>
</tr>
<tr>
<td>Nurses or Midwives</td>
<td>71</td>
<td>23</td>
<td>5</td>
</tr>
<tr>
<td>Other staff</td>
<td>66</td>
<td>21</td>
<td>13</td>
</tr>
</tbody>
</table>

Doctors n=2077; Nurses or Midwives n=1639; other staff n=860

**Dignity and Respect**

*Could you talk to staff about any worries, fears or concerns you had about your condition or treatment? (%)*

<table>
<thead>
<tr>
<th></th>
<th>Yes, definitely</th>
<th>Yes, to some extent</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>All staff</td>
<td>68</td>
<td>28</td>
<td>4</td>
</tr>
</tbody>
</table>

n=1943

**Were you treated with empathy and compassion?**

<table>
<thead>
<tr>
<th></th>
<th>Yes, definitely</th>
<th>Yes, to some extent</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>All staff</td>
<td>75</td>
<td>22</td>
<td>3</td>
</tr>
</tbody>
</table>

n=2185

**Managing Pain**

*Do you think staff did everything they could to help manage your pain?*

<table>
<thead>
<tr>
<th></th>
<th>Yes, definitely</th>
<th>Yes, to some extent</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>All staff</td>
<td>78</td>
<td>19</td>
<td>3</td>
</tr>
</tbody>
</table>

n=1625

---

*How do our patients rate us on communication?*

"Communication was mostly great, but I found there were multiple times where information had been given to me in a rushed or incomplete way and I was left with unanswered questions."

*How do our patients rate us on managing their pain?*

"Nurses came in regularly asking if I needed pain relief. During the night the nurses made me feel comfortable about asking for pain relief when I needed it."
Our patients are asking us to:

- Provide consistent and coordinated care between staff and clinical teams.
- Clearly communicate results and plans and post-care steps to patients and their support people.
- Listen to their views and opinions on their treatment and respect their decisions.

Our patients are asking us not to:

- Give conflicting advice and information
- Work in silos and don’t take notice of or work with other teams.
- Make them repeat themselves, over and over again.
- Change treatment or plans without communicating this to them.

How are we doing on measures relating to this value?

### Communication

*Did staff talk to you about your condition and treatment in ways that made it easy for you to understand? (%)*

<table>
<thead>
<tr>
<th></th>
<th>Yes, always</th>
<th>Yes, sometimes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Doctors</td>
<td>73</td>
<td>23</td>
<td>4</td>
</tr>
<tr>
<td>Nurses or Midwives</td>
<td>72</td>
<td>23</td>
<td>5</td>
</tr>
<tr>
<td>Other staff</td>
<td>69</td>
<td>24</td>
<td>8</td>
</tr>
<tr>
<td>Admin staff</td>
<td>70</td>
<td>20</td>
<td>11</td>
</tr>
</tbody>
</table>

Doctors n=2162; Nurses or Midwives n=1800; allied staff n=1556, admin staff n=1193

*Did you feel staff listened to what you had to say? (%)*

<table>
<thead>
<tr>
<th></th>
<th>Yes, always</th>
<th>Yes, sometimes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Doctors</td>
<td>73</td>
<td>23</td>
<td>4</td>
</tr>
<tr>
<td>Nurses or Midwives</td>
<td>75</td>
<td>22</td>
<td>3</td>
</tr>
<tr>
<td>Admin staff</td>
<td>76</td>
<td>17</td>
<td>7</td>
</tr>
</tbody>
</table>

Doctors n=2162; Nurses or Midwives n=1800; allied staff n=1556, admin staff n=1193

### Information

*n=2222

*Did you have the information you needed to make informed choices about your care and treatment? (%)*

- Not enough 15
- The right amount 84
- Too much 1

How do our patients rate us on information?

*“I had reservations about a procedure they suggested would be in my best interests and the anaesthetist was very patient and understanding about my views and answered all my questions and gave me time needed to think about what I wanted to do.”*

How do our patients rate us on information?

*“Everything was explained to me in a concise way that I was able to follow and understand.”*

*“Staff need to read notes and if they say they will do something then please do it do not leave us laying there, then having to repeat over again to still get no response.”*

*“Staff asked how I felt, listened and responded in a positive manner to what I said.”*

*“Doctors and nursing staff need to have time to actually listen to patients and understand what they’re being told, and read patients notes before visiting in the ward, they also need to accurately write down what they’re being told so that when it comes to writing discharge summaries they’re actually correct.”*

*“Staff took time to talk to me and really listen. They spoke respectfully and were kind.”*
**Decisions**

_Were you involved as much as you wanted to be in decisions about your care and treatment? (\%)_

<table>
<thead>
<tr>
<th>Yes, definitely</th>
<th>Yes, to some extent</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>63</td>
<td>30</td>
<td>6</td>
</tr>
</tbody>
</table>

_n=2143_

_Were you involved as much as you wanted to be in decisions about your discharge from hospital (\%)?

<table>
<thead>
<tr>
<th>Yes, definitely</th>
<th>Yes, to some extent</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>63</td>
<td>27</td>
<td>10</td>
</tr>
</tbody>
</table>

_n=2102_

**Enabling support from whaanau, family, friends**

_Where possible, were whaanau, family or friends made to feel welcome and able to give you the support that you needed? (\%)_

<table>
<thead>
<tr>
<th>Yes, definitely</th>
<th>Yes, to some extent</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>51</td>
<td>36</td>
<td>12</td>
</tr>
</tbody>
</table>

_n=1429_

_If your whaanau, family or friends wanted to talk to a doctor or other members of your healthcare team, did they have enough opportunity to do so?

<table>
<thead>
<tr>
<th>Yes, definitely</th>
<th>Yes, to some extent</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>51</td>
<td>36</td>
<td>12</td>
</tr>
</tbody>
</table>

_n=1429_

**Consistent and Coordinated care**

_How would you rate how well the doctors and nurses or midwives worked together? (\%)_

<table>
<thead>
<tr>
<th>Excellent</th>
<th>Very good</th>
<th>Good</th>
<th>Fair</th>
<th>Poor</th>
</tr>
</thead>
<tbody>
<tr>
<td>38</td>
<td>39</td>
<td>14</td>
<td>6</td>
<td>2</td>
</tr>
</tbody>
</table>

_n=2213_

_How would you rate how well staff, such as physiotherapists, radiographers, occupational therapists or dietitians, worked together with other members of your healthcare team? (\%)

<table>
<thead>
<tr>
<th>Excellent</th>
<th>Very good</th>
<th>Good</th>
<th>Fair</th>
<th>Poor</th>
</tr>
</thead>
<tbody>
<tr>
<td>36</td>
<td>41</td>
<td>15</td>
<td>6</td>
<td>2</td>
</tr>
</tbody>
</table>
Behaviours people want to see

Our patients are asking us to:
- Share information with them in a timely manner.
- Maintain excellent cleanliness and hygiene practices.
- Be responsive when patients express concerns about their safety.
- Speak to patients in a way which is respectful and professional.

Behaviours we don’t want to see

Our patients are asking us not to:
- Ignore safety or hygiene concerns
- Forget about them when they are in the bathrooms and toilets (and need help to get back to bed).
- Ignore patient decisions.
- Give patients conflicting information.
- Embarrass them in front of other staff or patients.

How are we doing on measures relating to this value?

Information
Did staff share the information they had with you, such as x-rays and test results, in a timely manner? (%)

- Yes, always: 53%
- Yes, to some extent: 38%
- No: 9%

(n=2107)

Cleanliness and Hygiene

How were the hospital facilities?

- Bathrooms and toilets: 57% very clean, 35% fairly clean, 7% not very clean, 2% not at all clean
- Hospital room or ward: 65% very clean, 30% fairly clean, 4% not very clean, 1% not at all clean

(n=2177; Bathroom n=2217)

Did (staff) use hand sanitiser or wash their hands before they touched or examined you?

- Other staff: 80% yes, always, 13% yes, sometimes, 7% no
- Nurses or Midwives: 80% yes, always, 16% yes, sometimes, 3% no
- Doctors: 83% yes, always, 12% yes, sometimes, 5% no

(n=1707; Nurses or Midwives n=1595; other staff n=750)

Consistent and Coordinated care

Were you given conflicting information by different staff members?

- No: 64%
- Yes, sometimes: 27%
- Yes, often: 9%

(n=2079)

“[I was] informed of blood test results as soon as they arrived & instant information on results of ultrasound.”

“Tests done that were not given results for several hours after. Spend days waiting around and not told what we are waiting for or what is going on.”

“How do our patients rate us on cleanliness and hygiene?

“…I was infected with ESBL after admission and even post infection many staff entered without the appropriate PPE.”

“Being in an isolation room I was taken up to the ward to early the room was sanitised and clean for about 1.5 hours prior to entry (very impressed).”

“Each person that came up to me, e.g. doctors, nurses, surgeons etc. told me different things about my condition and treatment. Each opinion conflicted and was confusing.”